



“This may not be perfect, *but it is real.*”

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## New Directions for Library Services



*Enrollment:*  
20,700 Undergraduate  
1,800 Graduate

*Degree Programs:*  
77 Undergraduate  
46 Graduate  
8 Doctoral



*Campus:*  
785 Acres

*Buildings:*  
70 Academic/Administrative  
34 Student Housing



# Libraries & Educational Technologies

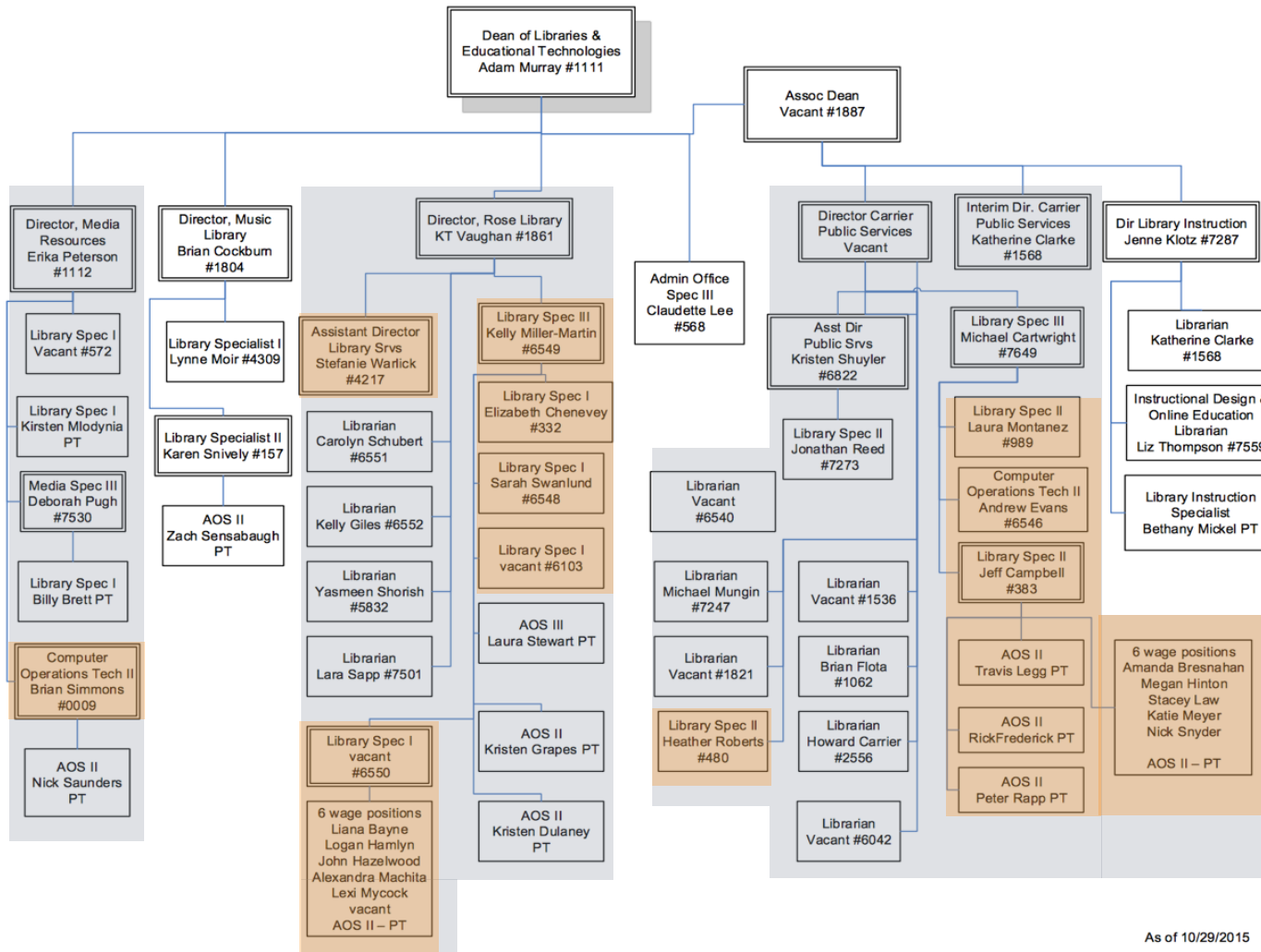
## Primary Goals of Reorganization



## Factors Considered

Function over geographic location  
Transactional versus consultative interactions  
Efficiency to support broader organization





As of 10/29/2015

## **Department Transition**

Operational  
Responsibilities

Personnel  
Documentation

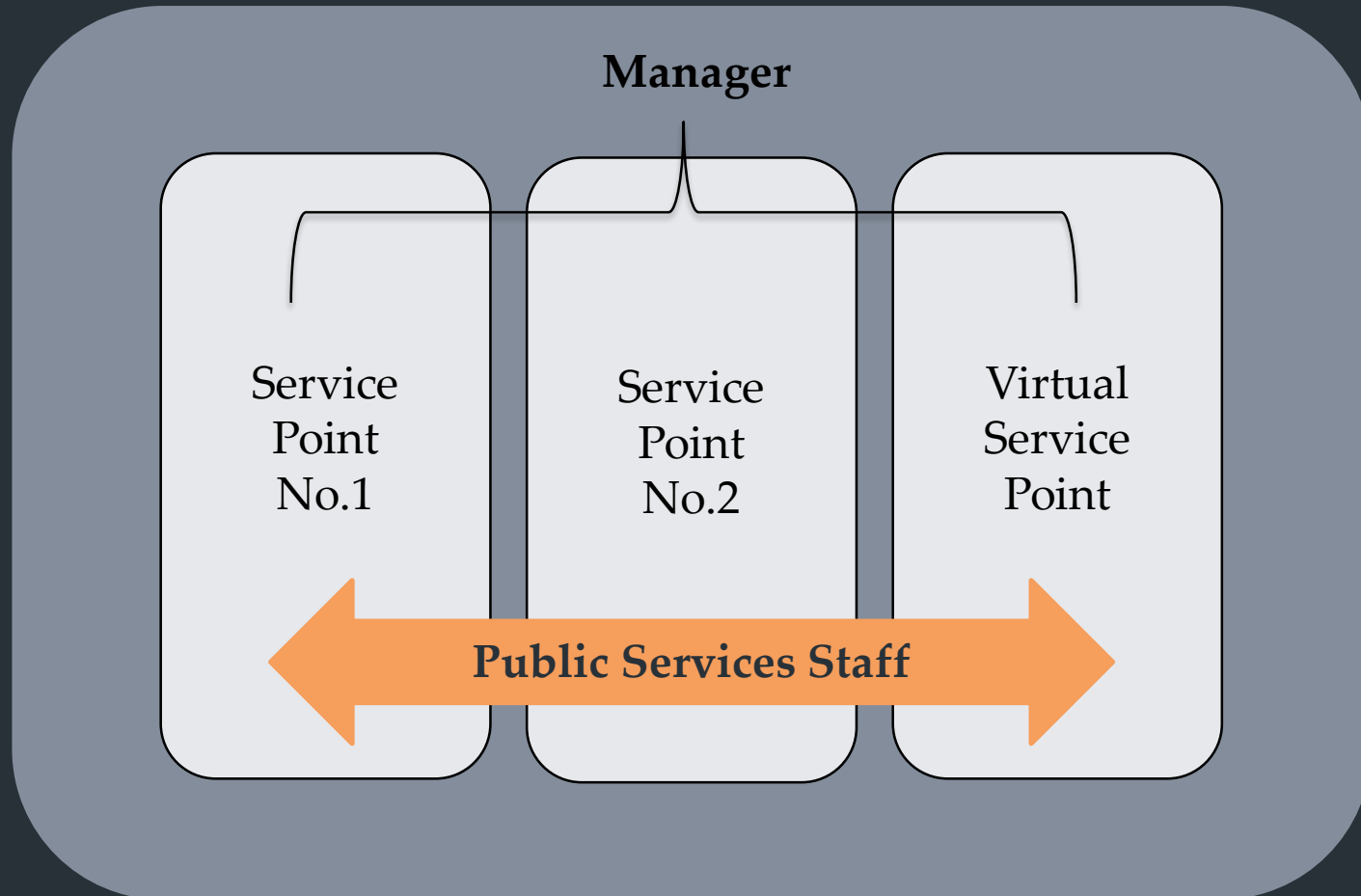
## **Service Point Transition**

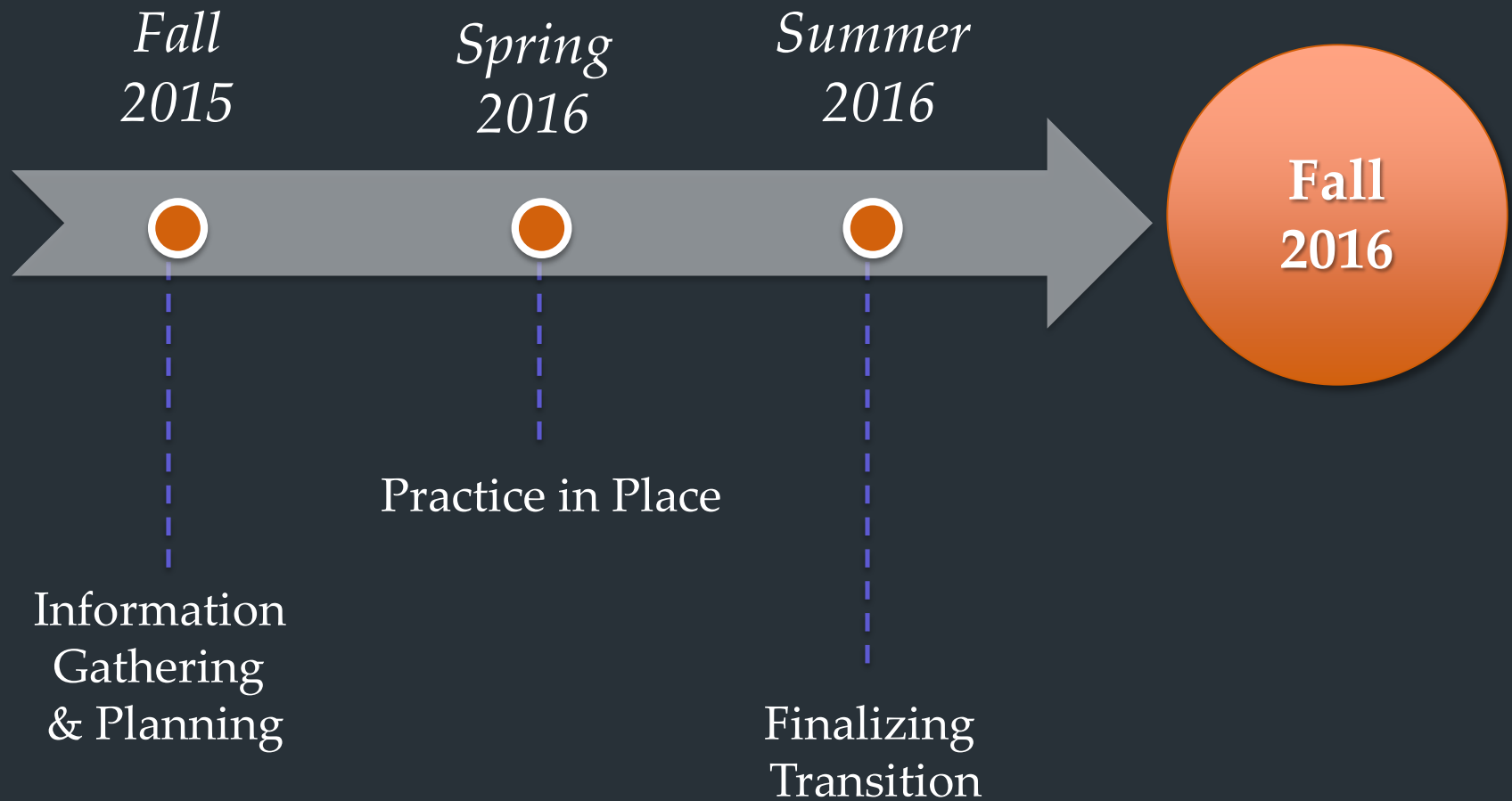
Spaces

Staffing

Maintain Standard of Service and Operations

Purposeful Communication and Collaboration







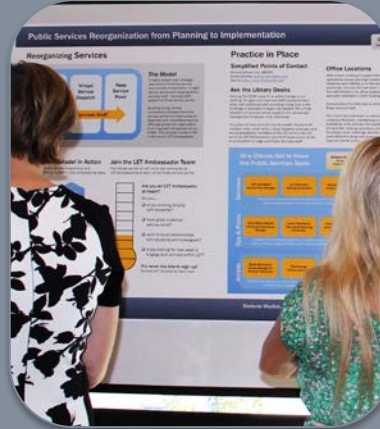
## Cultivating Shared Vision



## Planning and Implementation



## Transparent Communication



## Constant Assessment



## Strategies

### *Departmental Level*

Conversations about roles and fit  
Inclusive discussions and forums  
Internal studies and reports  
Guiding concept of perpetual beta

### *Organizational Level*

Roadshows – communicate what we do  
Listening tours – build relationships  
Ambassador program – get others involved



Dean of Libraries initiates change

Director-led conversations with  
managers of future department

Discussions with individual staff  
members of future department

Administrative and leadership-level  
communication to the organization

Department-level communication  
with related departments

Department-level discussions  
with part-time desk staff



# Public Services Reorganization from Planning to Implementation

## Reorganizing Services



### New Service Model in Action

Improving the overall user experience and supporting front-line staff in new, empowering ways.

**Join the LET Ambassador Team**  
Individuals across all LET units can contribute as LET Ambassadors at each of the three service points.



### Are you an LET Ambassador at heart?

- Do you...
- ☐ enjoy working directly with students?
  - ☐ have great customer service skills?
  - ☐ want to build relationships with students and colleagues?
  - ☐ enjoy looking for new ways to engage and connect within LET?

**It's never too late to sign up!**  
Contact Jeff Campbell to learn more

### Practice in a Simplified Point

General phone line: 408.250.1111  
Email address: [ask@lib.jmu.edu](mailto:ask@lib.jmu.edu)  
Ask us! <http://www.lib.jmu.edu/ask>

### Ask the Library!

Coming Fall 2016: Look for a staffed desk, with additional staff providing support to students in the building or available to step in dispatch will provide overall management of phone, chat, and email.

A number of roles are built into multiple roles - desk shifts, virtual dispatch, and more. Members of the team will serve as LET Ambassadors, a combination of wage and benefit.

### At a Glance: the Public Services Reorganization



Stefanie Warlick

**THANKS FOR CHECKING OUT A BOOK!**

**PLEASE RENEW BY:**

For any questions on policies or due dates:  
[www.lib.jmu.edu/ask](http://www.lib.jmu.edu/ask)  
540-568-6150

**FIND US AT:**



JMU Libraries jmuLibraries @jmuLibraries @jmuLibraries

## LET AMBASSADORS

What's the big idea?

As a Unit Representative, the role of a LET Ambassador is an important way to build connections and bridge the functional gap between the scheduling of brief shifts for people throughout the organization to the three service points. We are all here in one way or another to serve the community and there are many ways we can learn from each other's experiences driving the idea is to support the development of these relationships. We want you, not just another person at the desk, and we think the idea will benefit you, too!

What's the plan in practice?

In addition to sign up for regular shifts at one of the three service points, the Virtual Dispatch, which is a separate, centralized point of contact for chat, email, and phone interactions; generally, this would be once per week for the length of a semester. We understand that won't work for everyone but the intention is predictability for the rest of you. This initial commitment to a shift isn't a permanent plan to take the schedule one semester at a time.

Shifts the goal will be fully-immersed participation: checking answers, questions, helping with anything that lands at the referral model as needed. You will be provided with training and work the service points to the same level as our Student Public Services supervisor-level staff member will be on hand for back-up support, receive referrals, and handle things like lost issues, etc. Training will be scheduled this summer so you have time to learn and practice well before the fall semester begins.

What's available?

Available at each of the three service points between 10:00 AM and 4:00 PM, Monday through Friday.

**do you...**

- ☐ enjoy working directly with students and our users?
- ☐ have great customer service skills?
- ☐ want to build relationships with students and colleagues?
- ☐ want to connect the dots between your work and front-line service?
- ☐ want to learn basic circulation functions?
- ☐ enjoy looking for ways to engage and connect within LET?

### GET INVOLVED!

Contact a member of the Public Services Reorganization planning team for more information or to sign up for a shift.

Stefanie Warlick  
Jeff Campbell  
Brian Simmons  
Kelly Miller-Martin

**Brian Simmons**  
Head of Access for Physical Collections

**Travis Legg**  
Delivery Specialist  
Sarah Swannland  
Stocks Specialist  
Carlson Jenkins  
Library Specialist

Contact a member of this team for questions related to circulating collection items, stocks and shelving in Carrier and Rose, the delivery service and the fleet of library vehicles, and anything related to physical library collections

**Kelly Miller-Martin**  
Head of Planning and Operations

**Laura Montano**  
Planning & Reporting Coordinator  
**Heather Roberts**  
System & Borrowing Coordinator  
**Kerry Scannell**  
Library Specialist

Contact a member of this team for questions related to the circulation system, borrowing rules and user accounts, library policies, usage statistics, and anything related to operations or the planning for and use of public spaces in Carrier and Rose

Andrew Evans, Student and scheduling Coordinator	Andrew Evans, Student and scheduling Coordinator
Andrew Evans, Student and scheduling Coordinator	Andrew Evans, Student and scheduling Coordinator
Emma Klein, Library Services Coordinator	Emma Klein, Library Services Coordinator
Emma Klein, Library Services Coordinator	Emma Klein, Library Services Coordinator
Jeff Campbell, Head of Library Services	Jeff Campbell, Head of Library Services
Jeff Campbell, Head of Library Services	Jeff Campbell, Head of Library Services
Sarah Swannland, Stocks Specialist	Sarah Swannland, Stocks Specialist
Sarah Swannland, Stocks Specialist	Sarah Swannland, Stocks Specialist
Travis Legg, Delivery Specialist	Travis Legg, Delivery Specialist
Travis Legg, Delivery Specialist	Travis Legg, Delivery Specialist
Carlson Jenkins, Library Specialist	Carlson Jenkins, Library Specialist
Carlson Jenkins, Library Specialist	Carlson Jenkins, Library Specialist
Brian Simmons, Head of Access for Physical Collections	Brian Simmons, Head of Access for Physical Collections
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Laura Montano, Planning & Reporting Coordinator	Laura Montano, Planning & Reporting Coordinator
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Heather Roberts, System & Borrowing Coordinator	Heather Roberts, System & Borrowing Coordinator
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Kerry Scannell, Library Specialist	Kerry Scannell, Library Specialist
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Kelly Miller-Martin, Head of Planning and Operations	Kelly Miller-Martin, Head of Planning and Operations
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We got this answer? Feel free to reach out to anyone and we can refer you!



# Cultivating Shared Vision: Visuals





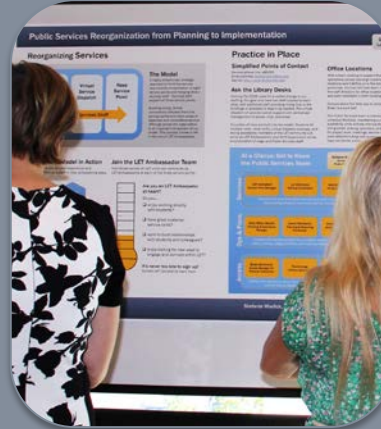
## Cultivating Shared Vision



## Planning and Implementation



## Transparent Communication



## Constant Assessment



## Examples

### *Personnel Logistics*

Revised position documentation

Position changes and transition plans

Begin conversations with Human Resources

### *Resource Procurement*

Technology to support new team

Branding to support highly visible service

Service point construction, adaptation

### *Team Building*

Department meetings as planning sessions

Structured and informal activities

Sharing information and expertise





# Transition Plan: LET Public Services Reorganization

*All areas of focus have action represented on this timeline*

January 2016: Announcement Made to LET "This is the direction we are going in; it's happening."

## SPRING

*Planning, aligning, creating, and preparing the necessary pieces.  
Communicating purposely.*

### Immediate Goal:

Redefinition of unit, teams, and roles

- Define and discuss big picture and communicate
- Build new team: One unit, one team
- Strengthen connections around a shared vision

### Process:

- Identify new roles and empower person adopting responsibility to ask questions to help shape

### Primary Goal:

Planning, information gathering, and sharing

- Leadership team will provide guidance and inform direction
- All Library Services staff will explore and define scope of new responsibilities together

### Process:

- Hand-off of information and expertise
- Plan and begin building a set direction
- Create documentation
- Cross-train and secure other necessary training to support new roles and responsibilities

### Output:

- Position documentation is created (EWPs, roles and responsibilities outline, position metrics)
- Resource procurement process initiated (technology, construction, etc.)
- Individuals and teams have action plans

May 2016: Practice in Place "Let's actively begin putting the process into practice."

## SUMMER

*Putting preparation into practice, adjusting as needed.  
Communicating purposely.*

### Primary Goal:

Tie up loose ends

- Reporting line transition is complete

### Process:

- Test training; unit representatives prepared to support service points

### Output:

- Position documentation is finalized and shared; how we talk about and understand each position is solidified
- Construction is completed

August 2016: Implementation "This may not be perfect, but it is real."

## FALL

*Continually refining.  
Communicating purposely.*

### Primary Goal:

Operational shift to new service model

- Evaluate, learn, and adjust for success



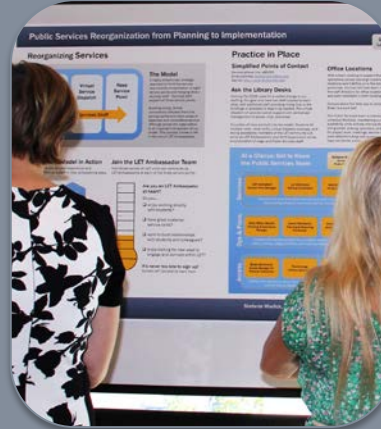
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## Examples

Shared departmental content with the broader organization, including position descriptions

Proactively scheduled meetings with other internal departments for relationship building

Distributed regular updates detailing projects and current focus

Reminded colleagues of the transitional state of our department

## Cultivating Shared Vision



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## Examples

### *User Level*

Continuous tracking of all user interactions  
Monitoring staffing levels closely

### *Departmental Level*

Purposeful, scheduled check-in meetings  
Open discussion forums

### *Organizational Level*

Anonymous online feedback form  
Ongoing conversations with library administration

*Evaluate, learn, and  
adjust for success!*

*Spring  
2016*

*Summer  
2016*

**Fall  
2016**

*Ongoing*

Cultivating  
Shared Vision

Finalize  
Transition

Assessment



Dean of Libraries initiates change

Director-led conversations with managers of future department

Discussions with individual staff members of future department

Administrative and leadership-level communication to the organization

Department-level communication with related departments

Department-level discussions with part-time desk staff

*Engage desk staff earlier*





*Communicate*

Is your strategy working?

Define concepts and expectations

*Be Intentional*

Don't avoid difficult conversations

Slow down

*Embrace the Beta*

Keep your momentum with staff!



Questions?

Jeff Campbell, *Head of Library Services*

Kelly Miller-Martin, *Head of Facilities Operations*

Brian Simmons, *Head of Access for Physical Collections*

Stefanie Warlick, *Director of Public Services*